

The new supervisor

2 Days

A practical two day course providing essential skills for leading employees at work. Throughout the program participants apply the skills to case studies.

Participants also gain an insight into *their* preferred approach to supervising, its strengths and limitations. They then identify strategies to make the most of their natural strengths.

Day One

Making the transition to supervisor

- How to move from *technical* expert to *people* manager
- Becoming a respected leader - not just 'the boss'
- How to balance existing friendships with the need to get the work done

Establishing your credibility, confidence and authority

- The 5 essential traits of a leader
- The most common mistakes that destroy your credibility
- How will different team members 'test' you?
- How should you respond to difficult people?

What are your strengths and weaknesses as a supervisor?

- Questionnaire: How do you respond to situations?
- What are your natural strengths as a supervisor?
- Strategies to make the most of your natural talents as a supervisor

Choosing the right supervision strategy

- How to pinpoint the cause of underperformance
- The 4 strategies to address any performance issue:
Directing, Coaching, Consulting & delegating
- How to choose the right strategy at the right time
- How to change strategies as an employee's performance changes

Case studies

Participants apply the techniques to a series of case studies, including:

- An experienced employee doesn't respect your instructions
- A trainee is unclear about their job
- Two employees are constantly arguing
- You have to give the team 'bad news' about a major change
- An employee has personal issues that are affecting their work

Day Two

Giving constructive praise and criticism

- How to give *credible* praise
- The words and phrases that inflame sensitive employees
- How to turn make sure you focus on a person's *behaviour*, not their personality
- Turning vague 'waffle' into specific examples
- How to stop criticism being perceived as a personal attack

Motivating a team

- Why is a *friendly* supervisor not necessarily a good motivator?
- What actually motivates people at work?
- Understanding Herzberg's theory of *maintenance factors* and *motivators*
- What motivates different employees e.g. different ages, gender, personalities?

Delegating work

- Why do so many supervisors avoid delegating work?
- What are the benefits of delegating work?
- The essential steps in delegating work to employees
- How to monitor progress without looking over a person's shoulder

Dealing with difficult people

- When and where should you discuss performance or behavioural issues?
- What can you discuss and what must you avoid?
- How to ask the right questions to guide the discussion

Basic counselling skills

- The classic indicators that an employee is struggling with personal issues
- How do you raise an issue without 'sticking your nose in' to their personal life
- What do you do if they tell you to mind your own business?
- What are your 'duty of care' responsibilities as a supervisor?
- The best questions to ask
- How to help an employee think about their problems in a structured way
- The biggest mistake made in counselling – giving advice to employees
- What do you do if the person needs professional counselling?